

The 2002 Linkage Excellence in Management & Leadership Series

Surrendering the “Me” for the “We”: Coaching for Great Teamwork

Featuring Phil Jackson



Dear Participant:

Welcome to this special coaching broadcast in Linkage's 2002 Excellence in Management and Leadership Series. This broadcast is unique in the Series because it is brought to you live via satellite from Linkage's Eighth Annual Leadership Development Conference. This live broadcast is an important addition to the seminar series, which is designed to bring inspiring and influential business thinkers to your organization in a live and interactive form.

Today's program, *Coaching for Great Teamwork*, features Phil Jackson, head coach of the L.A. Lakers, widely recognized as one of the best coaches of all time. His non-traditional coaching style and philosophies have earned him nine NBA championships. Specifically, the program will focus on:

- Making a team out of individual stars
- Combining different philosophies in order to have impact as a coach
- Strategies to encourage others to be exceptional

Phil Jackson is the co-author of *Sacred Hoops: Spiritual Lessons of a Hardwood Warrior* and *More Than a Game*.

These participant materials have been designed to complement your conversation with Phil Jackson. Use them to record your notes, ideas, questions, and insights. At the end of the program, you will be asked to submit questions directly to Phil Jackson via fax and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning. Learning requires the active engagement of your mind and spirit - the motivation and drive to reflect, apply, practice, and experiment.

About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 30,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Lexington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the “Inc. 500 Fastest Growing Private Companies in the United States.”

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SECTION 1

Satellite Program Materials

What You Will Learn

Participation in this program with Phil Jackson will be your opportunity to learn about unique and effective strategies for coaching, encouraging and motivating others, and making a winning team of people with diverse individual styles and strengths.

Introduction and Basic Premises

Phil Jackson believes that the best leaders and coaches are the ones who can ultimately make themselves “invisible,” allowing their teams to make decisions independent of the leader and support each other as a community. Getting to that point of invisible leadership, however, takes time, patience, and continuous self-reflection and mindfulness. The coach’s role is to help foster that sense of connection on a deeply spiritual level. This is what sets Phil Jackson apart from most other coaches in the NBA. He has described his leadership of two world championship teams in a way that also applies to business leadership:

“Most leaders tend to view teamwork as a social engineering problem: Take x group, add y motivational technique, and get z result. But working for the Bulls, I’ve learned that the most effective way to forge a winning team is to call on the players’ need to connect with something larger than themselves. For those who don’t consider themselves spiritual in a conventional sense, creating a successful team - whether it’s an NBA champion or record-setting sales force - is essentially a spiritual act. It requires the individuals to surrender their self-interest for the greater good so that the whole adds up to more than the sum of its parts.”

Question-and-Answer Session

- If you are participating only in the live presentation of this program, fax or e-mail your questions to Phil Jackson using the question sheet on page 18.
- If you are participating in a post-broadcast program, share your questions with your seminar coordinator and your colleagues during that time.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form at:
<http://www.linkageinc.com/surveys/research/eval0202.htm>
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Presentation Activities that begin on page 12.

Pre-Presentation Activities

- Become familiar with Phil Jackson's accomplishments by reading the following biographical sketch:

Philip Douglas Jackson, born in 1945, was an All-American basketball player at the University of North Dakota. Drafted by the New York Knicks in 1967, he was a forward and a superb defensive player, remaining with the team until 1980. He then entered coaching, proved to be extremely talented, and in 1989 rose to become head coach of the Chicago Bulls. Known for his quiet style, natty courtside attire, philosophical bent, and Zen beliefs, he is extremely successful at motivating performance and stimulating teamwork among disparate players. Jackson coached the Bulls during the team's glory days, directing such superstars as Michael Jordan and Scottie Pippen and leading his team to six National Basketball Association (NBA) championships (1991-93, 1996-98). In 1999 he took over as head coach of the Los Angeles Lakers. There, working with such extraordinary players as Shaquille O'Neal and Kobe Bryant, he has steered his new team to three consecutive NBA championships (2000-2002).

For a more detailed history of Phil Jackson's career accomplishments, see page 13.

- Read books co-authored by Phil Jackson:

More Than a Game, Simon & Schuster, 2002

The Gospel According to Phil: The Words and Wisdom of Chicago Bulls Coach Phil Jackson: An Unauthorized Collection, Bonus Books, 1997

Sacred Hoops: Spiritual Lessons of a Hardwood Warrior, Hyperion, 1996

During This Program

- Participate!
- Submit questions to be addressed by Phil Jackson during the question-and-answer session. Mr. Jackson will respond to questions in the latter third of the program. To submit questions, either complete the fax form found on page 18, or send an e-mail when prompted during the program.
- Use the following Participant Materials as an additional resource to Phil Jackson's presentation.

Creating a Vision: The Eagle's View

One of the hallmarks of leadership and coaching is the concept of passion, or leading from your heart. Passion is at the core of strong visions, because without it, envisioning a situation, strategy, or outcome becomes an intellectual endeavor and one that won't have enough energy to really come alive. Nor will you be able to motivate others to follow your vision. As Phil Jackson states:

"Vision is the source of leadership, the expansive dream state, where everything begins and all is possible."

Creating a vision is not the same as fantasizing or developing pipe dreams. You need to consider not only what you want to achieve but how you want to get there: what are the results and the strategy?

In order to determine your strategy, you need to be realistic about the resources at hand. Expecting a team to perform at a level incompatible with its basic abilities is unrealistic and will ultimately result in frustration and wasted time for everyone involved. The following ancient Zen teaching that Jackson references in his book *Sacred Hoops* summarizes the idea of being realistic with your resource.

*When a fish swims in the ocean, there is no limit to the water,
no matter how far it swims.*

*When a bird flies in the sky, there is no limit to the air,
no matter how far it flies.*

However, no fish or bird has ever left its element since the beginning.

Having a clear, detailed, and realistic vision is the first step - communicating it to others is the next. The goal is to inspire others with your vision by connecting with both their hearts and minds to the point where they make the vision their own. Without this step, your vision will remain your own fantasy, leading to disappointing or poor results, or simply no action at all.

- What is your vision? How detailed is it? What are the results you want?
- What is your strategy to achieve your vision?
- What are your resources?
- Have you communicated your vision to your team? Has each person accepted it and made it his or her own vision?

Selflessness in Action

The challenge that every leader faces is trying to get individual members of a team, especially star performers, to give up the spotlight and their drive for individual glory, for the good of the team. Great teams are made not by individual performances, but by “the energy that is unleashed when players put their egos aside and work toward a common goal.” However, the team members must trust each other enough to give up some of their individual control.

- How well do your team members trust each other?
- How much do you trust each person?
- Think of each team member individually. Ask yourself how much you trust each person, from 0 to 100 percent. What needs to happen in order to raise all numbers as high as possible?

Trust does not reside in our minds, it rests in our hearts. Jackson makes it clear that in order to build trust you must open your heart. He states:

“Love is the force that ignites the spirit and binds teams together.”

Clearly, you need strategy as well, which comes from the mind. Yet, Phil Jackson reminds us that:

“...once you’ve done the mental work, there comes a point when you have to throw yourself into the action and put your heart on the line. That means not only being brave, but also being compassionate, toward yourself, your teammates, and your opponents.”

Part of opening your heart comes through being empathic with your team members, by looking at a situation from his or her perspective, and by listening without judgment. This can have a transformative effect on the team because it reduces members’ anxiety and makes them feel as if someone understands what they are going through. In addition, it inspires people “to respond in kind and be more conscious of each other’s needs.”

- How empathic are you when you listen to the individuals on your team?
- What can you do to listen without judgment?
- Close your eyes and imagine yourself as the other person...now ask yourself, what do I need in order to be successful?

Central to the notion of turning “me” into “we” is the critical strategy of developing a system in which teamwork and collaboration are rewarded more than individual accomplishments. In order to do that, Jackson recommends creating a “code of honor” by defining the principles of the system that everyone must live by. These are not simply company or team values that hang on a conference room wall. These are genuine principles that you and every person on your team has agreed to. As Jackson states:

"The relationship between a coach and his players is often fraught with tension because the coach is constantly critiquing each player's performance and trying to get him to change his behavior. Having a clearly defined set of principles to work with reduces conflict because it depersonalizes the criticism. The players understand that you're not attacking them personally when you correct a mistake, but only trying to improve their knowledge of the system."

- What is your team's "code of honor," or set of principles, that you want and need to follow in order to attain your vision? List the principles below:

Being Aware Is More Important than Being Smart: Building Awareness

Strategy #1: Meditation

Phil Jackson's background in Zen Buddhism is at the core of his coaching. Creating "mindfulness", through a simple but powerful meditation practice, is a way of clearing your mind of self-centered thoughts and allowing for complete awareness. And as Mr. Jackson puts it: "Awareness is everything."

The following is the basic approach that Phil Jackson uses with his players to create mindfulness.

- Sit in a chair with your spine straight and your eyes downcast. Focus your attention on your breath as it rises and falls. When your mind wanders (which it will, repeatedly), note the source of the distraction (a noise, a thought, an emotion, a bodily sensation), then gently return the attention to the breath. This process of noting thoughts and sensations, then returning the awareness to the breath, is repeated for the duration of the sitting.

This simple technique, with patience and practice, will eventually allow you to experience a sense of stillness and centeredness within. Simply put, it's about not thinking. Many athletes, such as Tiger Woods and Tim Gallway, author of *The Inner Game of Tennis*, have agreed with this concept of freeing one's mind of the continuous inner chatter. As Jackson states:

"As the stillness becomes more stable, you tend to identify less with fleeting thoughts and feelings, such as anger, fear, or pain, and experience an inner harmony, regardless of changing circumstances..."

"...The experience of sitting together in a group tends to bring about a subtle shift in consciousness that strengthens the team bond. Sometimes we extend mindfulness to the court and conduct whole practices in silence. The deep level of concentration and non-verbal communication that arises when we do this never fails to astonish me."

Strategy #2: Visualization

Phil Jackson uses visualization as a tool to build awareness in a few different ways: to help individuals feel more centered and calm, and to link to and reinforce the larger vision. He uses this strategy with his team, calling it "the safe spot." He states:

"Coaching requires a free-ranging imagination, but during the heat of the season it's easy to get wound up so tight that you strangle your own creativity. Visualization is the bridge I use to link the grand vision of the team I conjure up every summer to the evolving reality on the court. The vision becomes a working sketch that I adjust, refine and sometimes scrap altogether as the season develops."

- When you are feeling especially anxious or distracted, picture yourself in a place where you feel very secure. This could be your home, with a certain person, or wrapped in a cocoon of warm blankets - it's different for everyone.
- What image comes to mind when you visualize feeling secure?

Strategy #3: Use stories and images creatively

Using a combination of movies, books, and popular references, Phil Jackson helps to build awareness of his team and reinforces the concepts that are behind his vision. For example, he uses the movie *The Mystic Warrior*, a story of a young Sioux warrior who has a powerful vision and becomes a spiritual leader, to illustrate the importance of making personal sacrifices for the good of a group.

- What movies, books, or stories can you show to your team to reinforce your vision and build a stronger team spirit and consciousness?

Aggressiveness Without Anger: Creating a Peaceful Warrior Attitude

In business as in basketball, most leaders call their competitors “fierce” and call upon their teams and companies to “fight back.” Phil Jackson believes that anger, and ultimately fury, do not work in competition. Anger is the real enemy, not your competition.

- If anger interferes with your ability to communicate with individuals or the team as a whole, consider using mindfulness practices, such as those listed above, to reduce your stress level and manage your anger.

The Invisible Leader: Empowering the Team

At the heart of Phil Jackson’s own vision for his team was getting the players to think independently of him. This is the core of empowering people: showing that you have confidence in their ability to make their own decisions and tap into a positive energy that you create by instilling trust. For many managers and leaders, decision-making is directly related to their own sense of control - or more accurately, their need for control. When a coach feels threatened by an employee’s assertiveness, it interferes with the employee’s ability to contribute to the rest of the team, and inhibits growth and learning. The key is to not be autocratic, but to work *with* your team members and give them increasing responsibility to shape their own roles.

- Do you find it challenging to let others make decisions?
- What can you do to give increasing responsibility for decision-making to your team members?

When an individual makes a mistake, as will always happen, one of the challenges for a coach is to build back the person’s confidence. One way to do this is by not focusing on the mistake, and stating the obvious, since they already know that they made a mistake, but by allowing them to reflect on what went wrong and letting them try again. The act of showing that you trust their ability to self-correct will enable them to improve their skills.

Empowering the team also means sometimes stepping aside and allowing team members to coach each other for performance. When the coach takes himself or herself out of the picture, but watches carefully and compassionately from the sidelines, the team will build a critically needed sense of connection to one another. As Jackson puts it:

“No leader can create a successful team alone, no matter how gifted he is.”

Another important approach in empowering others is for leaders to enlist the hearts and minds of their followers through inclusion and participation. In the field of management consulting, this would be considered “value-based” leadership or management. Leaders and coaches “listen carefully to their followers out of a deep respect for them as individuals and develop a vision that they will embrace because it is based on their highest aspirations.” This is what Jackson calls “compassionate leadership.” As Pema Chodron, an American Buddhist nun, states in her book, *Start Where You Are*:

“By being kind to others - if it’s done properly, with proper understanding - we benefit as well. So the first point is that we are completely interrelated. What you do to others, you do to yourself. What you do to yourself, you do to others.”

In Jackson’s words:

“In terms of leadership, this means treating everyone with the same care and respect you give yourself - and trying to understand their reality without judgment. When we can do that, we begin to see that we all share human struggles, desires, and dreams. With awareness, the barriers between people gently give way, and we begin to understand, directly, remarkably, that we’re part of something larger than ourselves.”

Post-Presentation Activities

- Complete and submit the participant evaluation form, - found at: http://www.linkageinc.com/training/satellites/satellite_evals.shtml
- Review the key points and your notes and insights to reinforce your learning.
- Read the article, "Parables of Leadership," by W. Chan Kim and Renee A. Mauborgne, *Harvard Business Review*, July/August 1992. Discuss your insights and learnings with your team.
- Read the novel by Ruth Beebe Hill, *Hanta Yo*, or watch the movie *The Mystic Warrior*.
- Suggest other books and movies that help your employees better understand your vision for the team and your goals for them as individuals.
- Consider engaging in a 360° feedback process for yourself to identify your key strengths and critical areas for behavioral improvement.
- Consider taking the Essential Coach Assessment Instrument as a self-assessment or a 360° assessment (available from Linkage, Inc.).
- Practice the awareness-building strategies of visualization and meditation.
- Read the following biographical information about Phil Jackson.

Additional Biographical Information

The following is a more detailed account of Phil Jackson's accomplishments as a leader and coach. As you read, consider how his coaching philosophies have enabled the tremendous successes throughout his career.

Phil Jackson, who guided the Chicago Bulls to six NBA championships in his nine years as head coach, returned to basketball after a one-year sabbatical and led the Los Angeles Lakers to the 2000 NBA title in his first season as their coach.

Going into the 2002-03 season, Jackson owns a career coaching record of 726-258, his .738 winning percentage being by far the best in NBA annals. He has a career playoff record of 156-54, his winning percentage of .743 also heading the list. In terms of most victories, Jackson ranks 12th in the regular season but first in the playoffs.

Jackson was named the head coach of the Lakers on June 16, 1999. Prior to his arrival, the Lakers were a team that was loaded with talent but couldn't get past the second round of the playoffs. Jackson stepped up the emphasis on defense, and the Lakers responded by winning an NBA-best 67 games in the regular season and more importantly going all the way in the playoffs.

Jackson is a study in adaptability. As a boy in the 1950s, he conformed to the wishes of his parents, who were evangelical ministers. As a college student in the 1960s, he followed a popular path by expanding his spiritual opportunities in the classroom and in life. As a basketball player in the 1970s, he adopted the New York Knicks' unselfish, team-oriented style of play. And as a coach in the 1980s and 1990s, Jackson turned a Chicago team built around the game's outstanding individual player -- Michael Jordan -- into a six-time NBA champion. Then he proved he could adapt to the presence of a dominating center, winning with the Lakers and O'Neal.

Deep inside, however, Jackson has remained remarkably consistent -- self-possessed, focused, and confident. These defining qualities have been put to best use in his role as coach. Firm but not severe, Jackson neither babies nor bullies his players. Instead he gives them the opportunity to learn for themselves how to succeed, and a structure in which they can win as a team.

Jackson did something that many coaches have struggled to do -- build a consistently winning team around a megastar. With help from his assistants, notably Tex Winter, the chief proponent of the triangle offense, Jackson designed complex offensive and defensive strategies that actually enhanced Jordan's greatness by making his teammates better players. A court full of competent performers, Jackson reasoned, would make it tougher for opposing teams to stop Jordan. He was right. Jordan's scoring dropped slightly after Jackson took over, but the superstar's all-around effectiveness soared.

Then, after having won with workmanlike centers Bill Cartwright and Luc

Longley as his starters in Chicago, Jackson moved to Los Angeles and convinced O'Neal, the game's dominant pivotman, that he had the system that could finally bring O'Neal the championship ring that until then had eluded him.

Jackson's 13-year playing career, spent primarily with the New York Knicks, prepared him for his coaching challenge. With stars Walt Frazier, Willis Reed, Earl Monroe, Bill Bradley, Dave DeBusschere, and Cazzie Russell, New York won not by featuring individual greatness but by maximizing collective achievement.

Jackson, a low-scoring specialty player, learned to understand the value of each player as a part of the whole and how an over-dependence on any one player can cause a team to fall apart. With his broad, pointy shoulders and herky-jerky movements, Jackson was an oddity on the court who was nicknamed "Head 'n' Shoulders," although in true Jackson style he used his limited skills to the maximum. He also picked up valuable experience as an award-winning head coach in the Continental Basketball Association and as an assistant coach in Chicago under the fiery Doug Collins.

Jackson played college ball at North Dakota under future NBA head coach Bill Fitch. Angular, thin and already at his full height of 6-8, Jackson used every inch of his arms, legs and shoulders to advantage. He played defense aggressively, like a point guard, and dove for so many loose balls that he became known as "the Mop." And his strange-looking, left-handed hook shot carried him to an average of 27.4 points per game as a senior in 1966-67.

He was drafted on the second round by the Knicks, the 17th overall selection. He underwent spinal fusion surgery and missed the Knicks' first championship season, 1969-70, but was a key reserve on the team that won the title in 1972-73. Never a great scoring forward -- his 11.1 points per game in 1973-74 was his highest output -- Jackson annoyed opponents with his awkward, almost clumsy defensive and rebounding style. He became a favorite with the fans at Madison Square Garden because he played all-out every minute, rode his bicycle to games from his Manhattan loft and insisted on keeping his longish hair and unconventional beliefs.

Jackson played in New York until 1978, when he went to the New Jersey Nets as a player-assistant coach. He retired in 1980 after 13 years in the league, having averaged 6.7 points and 4.3 rebounds over 807 contests.

After a year he rejoined the Nets and did some television commentary on television, then returned to coaching with the Albany Patroons of the Continental Basketball Association, also coaching summers in Puerto Rico. In five seasons in Albany, Jackson steered the Patroons to a league title and won a CBA Coach of the Year Award.

Jackson left the Patroons after the 1986-87 season with a 117-90 career record and landed a job as an assistant coach with the Chicago Bulls. Jordan had just won

his first of seven straight scoring titles in 1986-87, but under Collins the Bulls had gone 40-42. Jordan averaged 35.0 points in 1987-88 and Chicago improved to 50 wins, but was ousted in the playoffs.

Jackson's break came on Dec. 17, 1988. The Bulls trailed by 14 points when the high-strung Collins was ejected early in the game. Jackson took over in what normally is a placeholder role, tinkered with the team's defense and told the players to just go out and play. Forward Horace Grant later told *The New York Times*, "It was like we were let out of a cage. We won the game because we were so relaxed -- and we knew that Phil should become a head coach." The following spring the Bulls lost to Detroit in the conference finals. Two months later Collins was out and Jackson was in.

Big changes were quick in coming. First came an emphasis on defense. Jackson unleashed Jordan and Scottie Pippen ("the Dobermans") on opposing teams through relentless presses, traps, and double-teams. Then Jackson threw out the isolation plays that had been designed for Jordan and worked Winter on implementing the triple-post or triangle offense, in which constantly moving players have a variety of passing and scoring options at their disposal. It took a while for Jordan to buy into the new scheme, but once he did, the Bulls were unstoppable.

By 1990-91 Jordan's scoring was down to 31.5 points per game, but the Bulls finished the season at 61-21 and brought home the 25-year-old franchise's first title with a five-game spanking of the Lakers in the NBA Finals. In 1991-92 the Bulls repeated as champions, and the following year, despite a spate of injuries and a weakened bench, the Bulls established themselves as one of the league's all-time great teams by taking their third straight title.

After that season Jordan shocked the basketball world by retiring. Against all expectations, Jackson coaxed 55 wins out of his "Air-less" team in 1993-94 and guided the Bulls to the Conference Semifinal. After Jordan rejoined the team in March 1995, the team put on a late run but again was ousted in the Conference Semifinals.

The 1995-96 season may well have been Jackson's finest effort. Having Jordan on hand from the start of training camp, and dedicating himself to once again proving his greatness, Jackson faced the challenge of fitting all the pieces in around him, and Jackson proved up to the task. Pippen settled comfortably back in his role as the team's second star, Longley assumed the pivot role formerly played by Cartwright, Ron Harper emerged as a defensive force and Steve Kerr became the designated three-point shooter. Finally, in what would prove to be a daring coup, the Bulls obtained controversial Dennis Rodman in preseason. Jackson handled Rodman to perfection, blending his talents with the rest of the players and giving him enough personal freedom so he did not feel repressed.

The results were spectacular. Jordan won the scoring title for the eighth time and Rodman won his fifth consecutive rebounding crown. The Bulls roared through

the regular season to a 72-10 record, the best in NBA history. In the playoffs they lost just one game in the first three rounds, then raced to a 3-0 lead in the NBA Finals against Seattle before losing a pair of games prior to wrapping up the title in Game 6. Chicago's combined record, for the regular season and playoffs, was 87-13, the best in NBA history.

For an encore, the Bulls came back and won 69 games in 1996-97 to match the second-best mark in league history, and successfully defended their NBA title by beating the Utah Jazz in six games in the 1997 NBA Finals -- the Bulls' fifth Western Conference rival in five trips to the title series. And in 1997-98, the Bulls completed their "repeat three-peat," again beating the Jazz in the NBA Finals.

The amazing trio of Jackson, Jordan and Pippen had accomplished something never done before in NBA history, two separate three-peats. Jordan left the sport at the top of his game, Pippen was traded to Houston, and Jackson retired from coaching -- but only for one year.

In 1999-2000 Jackson moved to Los Angeles, sold the Lakers on his offensive and defensive philosophies and spurred O'Neal and Bryant to the best seasons of their careers. The result was an NBA championship, something Los Angeles hadn't seen in more than a decade. They have followed up with consecutive NBA titles in both the 2000-2001 and 2001-2002 seasons.

SECTION 2

Forms

Question Sheet

Use this form to write your question for Phil Jackson or for discussion among your colleagues. Please write clearly.

Name (optional)

Organization

Location

Your question (25 words or fewer):

Fax 1-877-892-0170 (from within U.S.)
 646-349-3661 (from outside U.S.)

Email leadership2002@linkage-inc.com